

2005

Year in Review



James A. Haley
Veterans' Hospital & Clinics

James A. Haley Veterans' Hospital & Clinics

A PROFILE



The James A. Haley Veterans' Hospital & Clinics is a 327-bed tertiary care teaching hospital with an additional 300 nursing home beds—180 in Tampa and 120 in Orlando. Operating with more than 4,000 full time employees and a 2005 budget of over \$543 million, the Hospital provides the highest quality of patient care and services to veterans in eight counties of Central Florida. Counties served include Brevard, Hernando, Hillsborough, Orange, Osceola, Polk, Pasco, and Seminole, with a combined estimated veteran population of 435,442.

Tampa and its satellite facilities make up one of the busiest VA systems in the nation. There is the Orlando VA Healthcare Center plus two other major Satellite Outpatient Clinics are located in New Port Richey and Viera. On a smaller scale are five Community-Based Outpatient Clinics (CBOCs) located in Lakeland, Brooksville, Sanford, Zephyrhills, and Kissimmee, Florida.

A full range of inpatient and outpatient services, state-of-the-art technology, and education and research activities can be found in the Hospital which became operational in 1972. Comprehensive health care is provided through primary care, specialty care, and long-term care in areas of medicine, surgery, psychiatry, physical medicine and rehabilitation, spinal cord injury, neurology, oncology, dentistry, geriatrics and extended care.

The hospital's Polytrauma Rehabilitation and Spinal Cord Injury Centers are state-of-the-art, and are uniquely focused on treating our most severely injured service men and women, many returning directly from combat. The Polytrauma Center is one of only four such centers in the nation.

The Hospital is also affiliated with the University of South Florida College of Medicine. Residency training programs are provided to more than 100 residents in most medical and surgical subspecialties, as well as Pathology, Psychiatry, and Radiology. Other training programs exist in Nursing, Audiology/Speech Pathology, Pharmacy, Social Work, Dietetics, Nuclear Medicine, Physical and Occupational Therapy, and Radiology.

DIRECTOR'S

*Dear Fellow Employees, Veterans,
Volunteers and Friends of the James
A. Haley Veterans' Hospital & Clinics:*

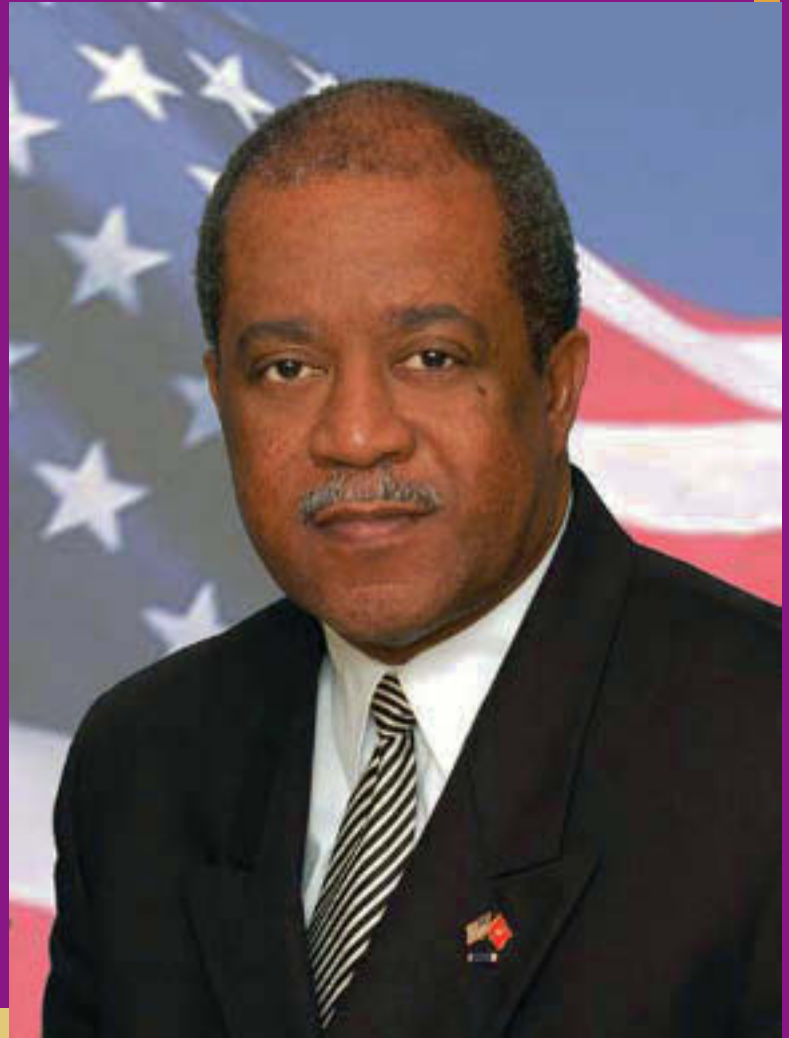
Message

The Year 2005 was one of great challenges and accomplishments. Veterans, who continue to age, are attracted to Florida's warm sunny climate, and it's no surprise that we continued to be one of the busiest VA Hospitals in the nation.

Besides serving our "traditional" vets, we are also caring for the younger generation of our nation's injured. Those returning from combat come to be treated at our state of the art Polytrauma Center established in 2005—one of four unique rehabilitation centers in the U.S.

Our employees, meanwhile, continued the VA Standard of Excellence. Be sure to read about how Tampa nurses, doctors, volunteers and staff made a real difference in our patients' lives in 2005. And take a look at some of the many visitors who came to see first hand how we care for our nation's wounded.

I am proud to lead this hard-working, dedicated team of professionals—paid and unpaid—who do so much to improve the quality of life and future for those who have so bravely served our nation. The best is yet to come.



2005 – A Year of Increased Workload

- 1,523,544 total Outpatient Visits: 6% increase over 2004
- 133,767 Unique ("New") Outpatients: 6% increase over 2004
- 12,570 Inpatients Treated: 16% increase over 2004
- 614 Operating Beds (Includes Hospital, NICU, and Domiciliary)
- \$543,200,000 Budget
- 4,169 Full Time Employees (Medical Care & Research)
- Busiest Polytrauma Center of four (4) in the Nation
- 2,212 Polytrauma Rehabilitation Outpatients
- Over 100 Seriously Injured Active Duty Military Treated

Polytrauma: Caring for Our Nation's Wounded

The news from the battlefields of far-away places like Iraq and Afghanistan is frequently grim.

Our young soldiers injured by improvised explosive devices, blasts, landmines and fragments account for 65 percent of combat injuries. The good news is that the military gear protecting these young men and women from blasts and explosions is better than ever before—yet, because of the nature of the attacks, the wounds inflicted are more damaging, more devastating, ranging from burns and lost limbs to spinal and brain injuries.

What has evolved from this new way of war is a new, more comprehensive approach to caring for the nation's wounded. In April 2005, The James A. Haley Veterans' Hospital's Polytrauma Center was designated as one of only four unique Polytrauma rehabilitation centers in the U.S. where the most severely injured and disabled come to be treated. The Tampa program has been recognized as a Center of Excellence in Rehabilitation and Spinal Cord Medicine where more than 110 beds are dedicated to veterans with severe disabilities.

At the Tampa Polytrauma Center, an interdisciplinary team of as many as 10 specialists gather to rapidly assess the needs of the catastrophically injured and their families, and to begin a treatment plan. The assessment can include brain injury treatment and rehabilitation, amputation management, prosthetics and therapy, hearing and visual impairment treatment, and Post Traumatic Stress Disorder assessment. In all, the program provides comprehensive, caring, quality and timely health care to help each person reach the highest level of physical, emotional, and social independence in the home, workplace and community.

Since the onset of the War on Terror, more than 2,000 injured returning service members were seen on an outpatient basis and over 100 were inpatients at the Polytrauma Center.

Eight Rehabilitation programs accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) provide the highest quality of rehabilitation care in the country. Best Practices have been awarded to the Hospital's Pain, Chaplain Service and Vocational Rehabilitation programs.



The Olin Teague Award, the highest VA award recognizing care to those injured in wars, was given to Tampa's Pain Program in 2004.

Family Support services are an integral part of the complex rehabilitation and medical care for those seriously injured. Families are assigned a case manager who is available around the clock to assist them. Regular family support meetings are held to help family members cope with the complex physical and emotional issues involving their loved ones. In addition, two special programs that operate strictly through generous contributions help troops and family members of Operation Iraqi and Enduring Freedom.

The Haley House, operated by local Paralyzed Veterans of America (PVA) and Disabled American Veterans officers, has been established at a local hotel to serve all families and meet their lodging needs at no cost. Operation Helping Hand, run by the Military Officers Association of America, Tampa chapter, is a fund available to families in need. Operation Helping Hand also sponsors regular family dinners with welcoming packages and provides transportation if needed. Through all of this, the Polytrauma Center has led the way with establishment of a regional Polytrauma rehabilitation program, the hosting of a national conference, and creation of the Telehealth Polytrauma Consultation System.



*Rebuilding
Lives,
One Day,
One Step
at a Time*

IMPROVING PATIENTS Access to Care



"We want to see patients when they need our help," says Dr. Kathryn Corrigan, Associate Chief of Staff for Ambulatory Care at Tampa VAMC. Under the blanket quality improvement program called "Advanced Clinic Access," Patient Centered Scheduling is an initiative that began in late 2005 at the Hospital's Primary Care clinic. It is designed to reduce appointment wait times and to put the patient in control of his or her healthcare.

In the past, patients were booked for follow-on appointments—sometimes six months or more into the future. According to Dr. Corrigan, it is difficult to exactly predict future healthcare needs and frequently the appointment did not match the patient's needs.

"Sometimes a patient would become ill before their appointment and would need to be seen sooner—and the original appointment wasn't cancelled and resulted in a no-show. Or, a patient was out of town and missed the appointment," explained Dr. Corrigan. "And sometimes, patients just plain forgot about their appointments because they were booked so far in advance," she said. "It was a scheduling process that just didn't benefit the patient or the provider—and it needed to change."

One serious outcome was a skyrocketing, patient no-show rate for appointments ranging from 10 percent to 35 percent which caused scheduling problems, wasted staff time and reduced efficiency, and took valuable appointment spaces away from veterans waiting for them, according to William Messina, Associate Chief, Nursing Service, Ambulatory Care, and Tampa's Advanced Clinic Access point of contact.

Under the new Patient Centered Scheduling process in Primary Care, a "Time to Call" letter is sent to the patient a month before the scheduled appointment instructing the veteran to call to schedule an appointment at a time and date convenient to him or her. If the patient doesn't call in, another reminder letter is sent.

The improved process creates greater patient satisfaction because veterans are scheduling appointments at a date and time that's good for them, Messina said. Also, providers are seeing patients when it's medically necessary and hospital efficiency is also improving as no-show rates are dramatically reduced.

Patients are educated about the new scheduling process through orientation briefings, one-on-one consultations, and posters in each clinic. There is also a Tampa-based ACA web site to provide additional education. All Tampa clinics are expected to have implemented Patient Centered Scheduling by the summer of 2006.

CHEST PAIN Center

TOPS in Cardiac Care

The Chest Pain Center at the James A. Haley Veterans' Hospital is leading the way in acute cardiac medicine. In December 2005, the Hospital & Clinics was officially designated as an Accredited Chest Pain Center, one of 20 accredited Chest Pain Centers in Florida and the 187th in the nation. This prestigious accreditation was a direct result of the Tampa hospital staff meeting or exceeding a stringent set of quality of care standards to include a rigorous on-site evaluation by a review team from the Society of Chest Pain Centers.



With heart attacks being the leading cause of death in the United States, more than five million Americans visit hospitals each year with chest pain. The goal of Chest Pain Centers is to significantly reduce the mortality rate of these patients by teaching the public to recognize and react to the early symptoms of a possible heart attack, to reduce the time it takes to receive treatment, and to increase the accuracy and effectiveness of treatment.



**TAMPA'S
CANTEEN**
***Named
Best in VA
FOR
Retail Sales***

James A. Haley Veterans' Hospital & Clinics VA Nurses

Receive Magnet Recertification



In April 2005, the James A. Haley Veterans' Hospital & Clinics Nursing Service—including Nursing Home Care Units in Tampa and Orlando—received Magnet Recertification—the first in Hillsborough County.

Tampa underwent a Magnet re-designation site visit in January 2005 for the Hospital, Ambulatory Care and Nursing Home, including all care delivery sites. This Magnet Recertification is the follow on to March 2001 when Nursing Service distinguished itself by becoming the first Magnet organization in VA.

The four-year designation by the American Nurses Credentialing Center recognizes excellence in nursing care to our veteran patients practiced in an environment that supports nurses, interdisciplinary collaboration, innovation, research and organizational excellence.



VA Volunteer Service is 'Priceless'



In 2006, the Department of Veterans Affairs Voluntary Service (VAVS) will celebrate its 60th Anniversary—six decades of lending helping hands to those who served our great nation.

At the James A. Haley Veterans' Hospital & Clinics VAVS volunteers range in age from 14 to 93. In FY 2005, these volunteers provided 226,165 total volunteer hours. According to the Independent Sector, the dollar value for this volunteer service is nearly \$3.9 million.

That said, volunteers spend quality time with America's veterans at our VA facilities. The actual value of their dedication and the time and talents they share to enhance the quality of care provided by professional staff is, quite simply, priceless.

In Fiscal Year 2005, the Hospital received nearly \$477,000 in cash donations to support a number of veterans' programs including Women Veterans, National Veterans Wheelchair Games, the TV Fund, Recreation, Bowling, Chaplain activities, Assistance to Active Duty service men and women returning from Operations Iraqi and Enduring Freedom, VAVS Committee, and more. In addition, the Hospital and clinics received almost \$657,000 in material donations.



Some of the high impact, volunteer-supported programs enhancing the quality of health care we provide, and representing significant cost savings to the taxpayer included the following: escort/transport of inpatients; Greeters Program; Parking Lot Shuttle Tram Program; Volunteer Transportation Program; Cemetery Honor Guard Program; and the Junior Volunteer Program.

Strategic Goals 2005 – 2006

★ **Employer of Choice**

To provide outstanding healthcare to those who served through hiring, training, and retraining world class employees

★ **Organizational Excellence**

To continuously improve the quality and safety of healthcare to veterans and their families and to exceed performance measures compared to national benchmarks

★ **Excellence in Customer Service**

To deliver world class, patient-centered customer service to veterans and their families

★ **Excellence in Information and Data Management**

To achieve excellence in healthcare quality, operational efficiency and financial accountability through use of data driven information systems

★ **Health Care Across the Continuum**

To provide a full continuum of high quality patient-focused healthcare across the organization

★ **Capital Asset Planning**

To provide efficient and effective interface among capital asset, resource, and space planning

★ **East Central Florida Planning**

To create a new comprehensive healthcare system to meet unmet demands for East Central Florida veterans

James A. Haley Veterans' Hospital & Clinics Employees

Making a Difference Every Day



VA Physician Authors Landmark Shingles Study



Tampa VA Physician Dr. John F. Toney

Tampa VA physician Dr. John F. Toney coauthored a landmark Shingles Study in 2005 which showed that an experimental vaccine against shingles prevented about half the cases of the painful nerve and skin infection. The findings were published in the June 2, 2005 issue of the New England Journal of Medicine.

A highly respected physician and researcher, Dr. Toney is Director of Epidemiology and Director of Clinical Research, Infectious and Tropical Diseases at the James A. Haley

Veterans' Hospital & Clinics. He also serves as Professor of Medicine in the Division of Infectious Diseases at the University of South Florida.

One of the largest adult vaccine trials ever attempted, the Shingles Prevention Study began in 1998 and was done in collaboration with the National Institute of Allergy and Infectious Diseases and Merck & Co., Inc. Nearly 39,000 people aged 60 and older participated in the study at 22 VA facilities across the country; 1,200 people took part at the Tampa Hospital.

What defines the Shingles Study as groundbreaking are the implications the vaccine has to prevent shingles and a highly painful complication called Postherpetic Neuralgia (PHN) which can cause pain that persists in affected older people for years. Named "Zostrix" the vaccine is a stronger version of the chickenpox vaccine.

Of those people who participated in the study, 642 cases of shingles occurred in the placebo group, compared to only 315 in the vaccinated group. The total pain and discomfort caused by shingles was reduced by 61 percent in vaccine recipients compared with those who didn't receive the vaccine.

In addition, vaccinated people were much less likely to develop postherpetic neuralgia, the most common serious complication of shingles, which causes debilitating, chronic pain described commonly by patients as aching, burning, itching, stabbing, and throbbing, according to Dr. Toney who has been on staff at the Tampa Hospital since 1986.

The vaccine, which was well tolerated by older adults, has been submitted to the Food and Drug Administration for approval.

Dr. Farese's Research Offers New Hope for Diabetes Treatment

The laboratory of Dr. Robert V. Farese, Associate Chief Of Staff for Research and Development at the James A. Haley Veterans Hospital & Clinics, has been at the forefront of studies to determine how insulin is used to control glucose and fat metabolism as it relates to type 2 Diabetes Mellitus and Obesity.

Dr. Farese is also Professor and Director, Division of Endocrinology and Metabolism at the University of South Florida College of Medicine. In these studies, his versatile laboratory has bridged the gap between basic science and how diabetes and obesity are controlled in human beings. He has used cultured cells and lab animals to initially discover key insulin signaling factors that control glucose and fat metabolism.

Most importantly, his science and clinical research team is evaluating the use of therapeutic agents that would make insulin more effective in the muscles of diabetic and obese people.



Recognizing a Lifetime of Caring

Audrey Nelson Wins Eisenberg Award



A Hospital employee has been nationally recognized for her pioneering work to improve the safety and quality of care for people with disabilities. Audrey L. Nelson, Ph.D., Director of the Hospital's Patient Safety Research Center and Associate Director of Research for Nursing at the University of South Florida, was a 2005 recipient of the annual John M. Eisenberg Patient Safety and Quality Award. Winning the award in the individual (lifetime) achievement category, Dr. Nelson (who is also a registered nurse), was cited as being a nationally recognized leader in clinical practice and research, "magnifying the scope of practice for patient safety" and a "tireless advocate for

those with disabilities" according to the National Quality Forum (NQF) and the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). NQF and JCAHO sponsor the annual Patient Safety and Quality awards.

Brain Disorder Research at VA is Cutting-Edge

The research of VA Staff Neurologist Dr. Juan Sanchez-Ramos, Ph.D., M.D., focuses on the centers in the brain that are involved in movement disorders—particularly that part of the brain impacted by Parkinson's Disease. Dr. Ramos has extensively studied how cells die during aging and after exposure to toxins. He's also been a pioneer in seeking non-embryonic sources of stem cells for neurological repair.

Dr. Ramos, who is a Professor of Neurology at the University of South Florida's College of Medicine, was the first to find and develop stem cells in bone marrow that could develop into cells that function as dopaminergic neurons. He also works with gene therapy with a goal to drive stem cells into dopaminergic neurons. This exciting, cutting-edge technology is the foundation upon which future treatments for brain disorders like Parkinson's will be based.

VA Physicians are Pioneers in Alzheimer's Research

Dr. Fiona Crawford, Ph.D., and Dr. Michael Mullan, M.B.B.S., Ph.D., were members of the scientific team that identified the first genetic causes of Alzheimer's Disease. The pair—who have been VA researchers for more than a decade—continue to be focused on understanding the causes of Alzheimer's disease. Their research involves analyzing genes and proteins in the body and the ways they are disrupted when disease strikes. Their early work led to the creation of cell and animal models of Alzheimer's which have been invaluable to the scientific community worldwide.

More recently, the pair's research has yielded important information about the early stages of the disease—offering scientists and the medical community therapeutic intervention possibilities with a much greater promise of success than anything currently available. Another line of research looks at the relationship between traumatic brain injury and Alzheimer's disease. The goal is to understand how to reduce damage and enhance repair by changing how brain cells respond to injury.

These projects have the overall aim to understand human illness particularly relevant to the aging Veteran population, and applying state-of-the-art technology to developing the most effective treatments.

Fisher House

'Home Away From Home'



A local Medal of Honor recipient led the initial stages of fundraising to provide seed money for constructing a Fisher House at the James A. Haley Veterans' Hospital & Clinics. The Fisher House is a "home away from home" for families of patients receiving care at the Hospital.



Ground-breaking was in Fall 2005 on the new 21-bed facility that will provide no-cost lodging to family members who currently stay in local hotel rooms nearby the hospital.

The Fisher House will be located on the south side of the hospital campus, within walking distance of the specialty clinics that care for these patients, many of whom are badly injured service members returning from combat.

Construction is expected to be completed in late Fall 2006 on the 12,350 square-foot facility, one of the nation's largest.

The Fisher House will feature a common kitchen, laundry facility, dining room, living room with library, and toys for children. Fisher Houses are funded by the Fisher Foundation Inc., a not-for-profit organization that donates the facilities to the U.S. Government which then operates and maintains them.

Since the program began in 1990, more than 70,000 families have saved more than \$7 million in lodging costs, plus food and transportation.



MAJOR Construction Projects

2005 & Beyond

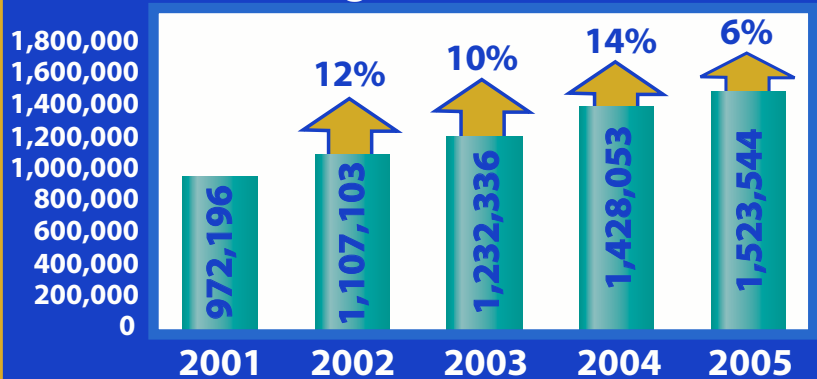
Construction projects occur in stages, and each stage takes about a year to complete. Stage 1 is Conceptual Design; Stage 2 is Workload Data & Justification; Stage 3 is Final Design; and Stage 4 is Construction Year. Below is a quick snapshot of projects completed in 2005 and planned for completion in the next several years and beyond.

Project	Status	Target Completion Date
Critical Care Unit Renovation (12 new beds)	Completed 2005	
Cardiac Cath Laboratory	Completed 2005	
Electrical Upgrade throughout Hospital	In Progress	2009
Building Addition to Spinal Cord Injury Center	Begin Construction 2006	2008
Emergency Room Expansion: (12 Bed, State of the Art ER)	Begin Construction 2006	2007
Renovate Existing Emergency Room (ER Phase 2)	*Conceptual Design 2006 *Workload Justification 2007 *Design 2008 *Begin Construction 2009	2010-11
Operating Room Expansion (OR Phase 1)	Begin Construction 2006	2007
Renovate Existing Operating Room (OR Phase II)	* Design 2006 * Begin Construction 2007	2008
New Laboratory (Lab Phase I)	Begin Construction 2006	2007
Renovate Existing Laboratory (Lab Phase II)	Begin Construction 2006*	2008
50-Bed Mental Health Inpatient Unit Ground Floor, Nursing Home	Begin Construction 2006	2007
Polytrauma Unit Consolidation, Expansion & Bed Tower Addition	* Conceptual Design 2005 * Workload Justification 2006 * Design 2007 * Begin Construction 2008	2010
Specialty Clinic & Parking Garage	* Conceptual Design 2006 * Workload Justification 2007 * Design 2008 * Begin Construction 2009	2012

Organizational Excellence in Action

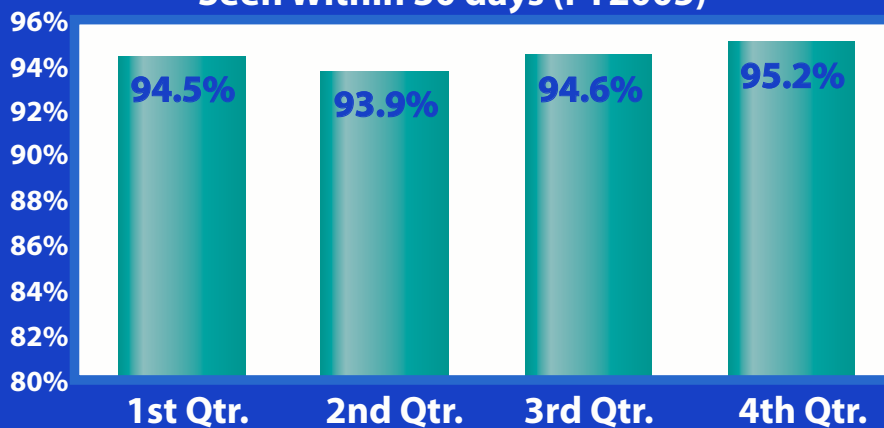
The Number of Veterans Served by the James A. Haley Veterans' Hospital & Clinics Increases Yearly

Outpatient Visits (including all sites of care)



Patients

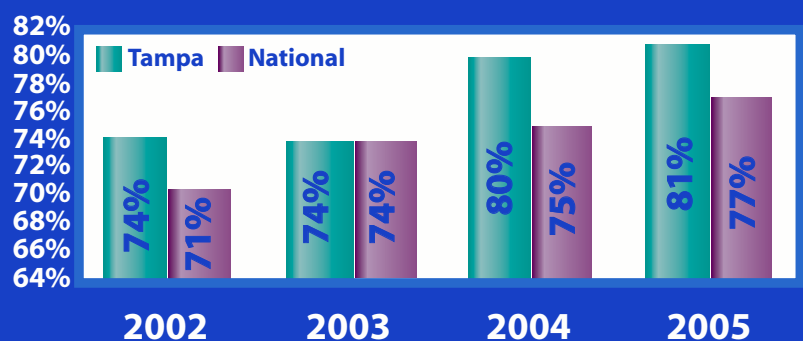
Seen Within 30 days (FY2005)



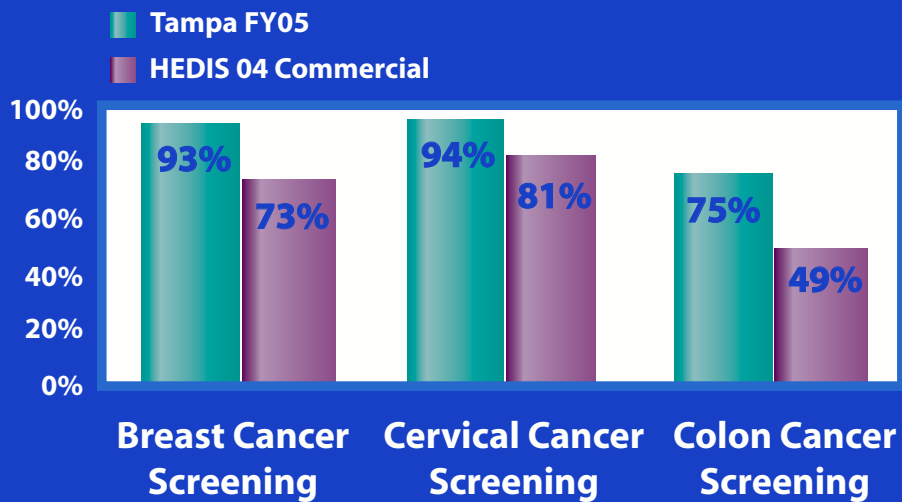
The Hospital Continues to See Patients in a Timely Manner

Veterans Satisfied with their Outpatient Care Outpaces National VA Averages

Outpatient Satisfaction



Cancer Screening



***The Tampa VA
Leads the Way
with Cancer
Screening
Over
Commercial
Providers
like HMOs***



2005

Visitors



In June 2005, **Mrs. Lynne Cheney**, wife of U.S. Vice President Dick Cheney, met with leadership, toured the Hospital and spent time with severely injured active duty military in the Hospital's Polytrauma Center.



A myriad of visitors to the Hospital in 2005 were interested in how we care for veterans.

Florida Governor Jeb Bush visited in October, touring the Hospital and meeting with employees and patients.

Telling the VA STORY



General Wesley Clark (U.S. Army retired) visited Tampa in November for briefings, a facility tour, and visits with veterans. General Clark was the Supreme Allied Commander of Europe from 1997 to 2000, and was the Democratic candidate for President in 2004.



University of South Florida President Judy Genshaft was at the Hospital in January. President Genshaft offered glowing reports of the care her father-in-law received at the Tampa VA.



Hospital Director Forest Farley, Jr., (center) and members of the Hospital Leadership Team accepted an invitation to tour U.S. Special Operations Command at MacDill AFB. Their host was **Marine Corps Brig. Gen. George Flynn, USSOCOM Chief of Staff** (second from the left).



Vice Admiral Donald C. Arthur, Navy Surgeon General (center) and **Congressman Bill Young's wife, Beverly** (left) visited veterans, volunteers and caregivers at the Hospital.



Congressman Bill Young, R-District 10 (center), and military VIPs including the **Chief of Naval Operations Admiral Michael G. Mullen** (second from the left) and **Army Gen. Byran Brown, Commander, U.S. Special Operations Command** (far right), join **Hospital Director Forest Farley Jr.**, (second from right) and **Hospital Chief of Staff Thomas Bowen** (far left) during a visit to the Hospital in 2005.



**James A. Haley
Veterans' Hospital & Clinics**
13000 Bruce B. Downs Blvd.
Tampa, FL 33612



(813) 972-2000
<http://www1.va.gov/visn8/tampa/>



Outpatient Clinics

New Port Richey
9912 Little Road
New Port Richey, FL 34654
(727) 869-4100

Viera
2900 Veterans Way
Viera, FL 32940
(321) 637-3788

Orlando VA Healthcare Center
5201 Raymond Street
Orlando, FL 32803
(407) 629-1599

Community Based Outpatient Clinics

Brooksville
14540 Cortez Blvd., Suite 108
Brooksville, FL 34613
(352) 597-8287

Kissimmee
201 Hilda St.
Kissimmee, FL 34741
(407) 518-5004

Sanford
1402 Medical Plaza Dr., Suite 109
Sanford, FL 32771
(407) 323-5999

Lakeland
3240 S. Florida Ave.
Lakeland, FL 33803
(863) 701-2470

Zephyrhills
(Relocated to James A. Haley Veterans' Hospital
in Tampa in late 2005)

*Published by the James A. Haley Veterans' Hospital & Clinics Office of Public Affairs
Photos by VA photographers Art Nelson & Ebby Talebi
Graphic Support by Kerry Sarnowski, VA
Graphic Design by University of South Florida Health Media Center
Front Cover photo courtesy of Florida Today, Jim Shortt, Photographer*